LATIN AMERICAN INTERNATIONAL CONGRESS ON ECONOMIC AND MANAGEMENT SCIENCES-V

PROCEEDINGS BOOK

EDITED BY

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Latin American Scientific Research Programmes

Latin American International Congress on Economic and Management Sciences-V

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EXAMINATION OF THE EFFECTS OF TASK ORIENTED LEADERSHIP, ORGANIZATIONAL EMOTIONAL MEMORY AND CORPORATE EMOTIONAL MEMORY ON ORGANIZATIONAL COMMITMENT IN BANKS

BANKALARDA GÖREV ODAKLI LİDERLİK, ÖRGÜTSEL DUYGUSAL HAFIZA VE KURUMSAL DUYGUSAL HAFIZA'NIN ÖRGÜTSEL BAĞLILIK ÜZERİNDEKİ ETKİLERİNİN İNCELENMESİ

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ABSTRACT

Task-oriented leadership has a significant impact on whether employees in organizations fulfill their duties as desired by the top management. The task-oriented leader plays an important role in the fulfillment of the tasks assigned to the employees, thanks to the communication and interaction he establishes with the employees. With this relationship that task-oriented leadership has established with employees, it can be thought that both organizational emotional memory and corporate emotional memory will be positively affected. While corporate emotional memory is the transfer of the memory that has been formed within the company independently of the individuals with the effect of institutionalization, organizational emotional memory is accepted as the memory transferred by the individuals forming the organization with their own knowledge. Therefore, the effect of the task-oriented leader in the formation of organizational and corporate emotional memory, thanks to the transfer of memory in the management of the company independently from the individuals and the interaction of the individuals forming the organization with each other, is tested with hypotheses in the research. At the same time, the development of institutionalism and organizational environment can create commitment to the organization in employees. For this reason, the effects on organizational commitment are also examined in the research. In the research, data were collected from experts who have been working in banks with their headquarters in Istanbul for at least 10 years, and analyzes were made. Looking at the results of the analysis, it was supported by the hypotheses that the task oriented leadership, the organizational emotional memory and the corporate emotional memory have positive effects on the organizational commitment. Considering the limited situation of the research, it is suggested that since the data were collected from experts who have been working for at least 10 years from banks with their headquarters in Istanbul, this limited situation should be evaluated in future research.

Keywords: Task Oriented Leadership, Organizational Emotional Memory, Corporate Emotional Memory, Organizational Commitment

ÖZET

Örgütlerde çalışanların görevlerini üst yönetimin istediği şekilde yerine getirip getirmedikleri konusunda görev odaklı liderliğin önemli bir etkisi bulunmaktadır. Görev odaklı lider çalışanlara verilen

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görevlerin yerine tam olarak getirilmesinde çalışanlarla kurduğu iletişim ve etkileşim sayesinde önemli bir lider rolündedir. Görev odaklı liderliğin çalışanlarla kurmuş olduğu bu ilişki ile birlikte hem kurumsal duygusal hafızanın hem de örgütsel duygusal hafızanın olumlu yönde etkilenmesi düşünebilir. Kurumsal duygusal hafıza kurumsallığın getirdiği etki ile birlikte bireylerden bağımsız olarak kurumun kendi içinde oluşmuş olan hafızanın aktarılması iken örgütsel duygusal hafıza ise örgütü oluşturan bireylerin kendi bilgi birikimleriyle aktardıkları hafıza olarak kabul edilmektedir. Bundan dolayı hem kurumun bireylerden bağımsız olarak yönetilmesindeki hafızanın aktarılması hem de örgütü oluşturan bireylerin birbirleriyle kurdukları etkileşim sayesinde örgütsel ve kurumsal duygusal hafızanın oluşmasında görev odaklı liderin etkisi araştırmada hipotezlerle test edilmektedir. Aynı zamanda kurumsallığın ve örgüt ortamının gelişmesi çalışanlarda örgüte karşı bağlılık oluşturabilmektedir. Bu nedenle araştırmada örgütsel bağlılık üzerindeki etkiler de incelenmektedir. Araştırmada genel müdürlükleri İstanbul'da bulunan bankalarda en az 10 yıldır çalışmakta olan uzmanlardan veriler toplanarak analizler yapılmıştır. Analiz sonuçlarına bakıldığında, görev odaklı liderliğin, örgütsel duygusal hafızanın ve kurumsal duygusal hafızanın örgütsel bağlılık üzerinde olumlu yönde etkileri olduğu hipotezlerle desteklenmiştir. Araştırmanın kısıtlı durumuna bakıldığında veriler genel müdürlükleri İstanbul'da bulunan bankalardan en az 10 yıldır çalışmakta olan uzmanlardan toplandığından dolayı gelecekte yapılacak çalışmalarda bu kısıtlı durumun dikkate alınarak değerlendirilmesi gerektiği önerilmektedir.

Anahtar Kelimeler: Görev Odaklı Liderlik, Örgütsel Duygusal Hafıza, Kurumsal Duygusal Hafıza, Örgütsel Bağlılık

Introduction

The leader, who exhibits work-centered behavior, closely monitors and supervises the performance; it has the power to reward and punish, and by showing close attention to the work, it clearly tells its subordinates what to do (Tummers & Bakker, 2021). It is the characteristic of the leader who defines and structures the roles of his subordinates and himself, who will lead the organization to its official goals. It includes examples such as criticizing inadequate work, emphasizing the importance of completion/delivery times, assigning subordinates to tasks, maintaining defined performance standards, asking subordinates to follow standard rules, suggesting new approaches to problems, arranging their activities so that subordinates work beyond their capacity (Yukl, 1989). Therefore, task-oriented leadership has an effective power for subordinates to fulfill their tasks successfully. At the same time, the task-oriented leader should be able to use the memory of the organization and the corporate memory effectively for the subordinates and have the ability to provide organizational commitment. In order to understand organizational emotional memory, first of all, the concept of organizational memory needs to be explained. Organizational memory; It increases organizational effectiveness by coordinating organizational knowledge management, supporting the organization's adaptation to change, and facilitating the definition and implementation of organizational goals (Nevo & Wand, 2005). Due to its important role in increasing organizational effectiveness, organizational memory has become a subject that has been studied in a wide variety of fields in recent years, from organizational learning to information management, from digital libraries to information and web-based decision support systems (Foroughi et al, 2020). Being able to manage organizational knowledge effectively brings with it the obligation of organizations to be able to use the knowledge they have acquired in the past appropriately in the future; for this, the organization needs to bring together the information it has, create and share new information, and this creates the concept of organizational memory in organizations. Organizational emotional memory, on the other hand, increases the commitment of the stakeholders to their duties and responsibilities, as it will affect the values and beliefs of the stakeholders if it is distributed correctly among the stakeholders of the organization and if it can be spread to each stakeholder, it is also effective in the formation of a sense of personal responsibility and the emergence of the awareness of taking personal responsibility (Mert, 2018). The reason why corporate emotional memory is different from organizational emotional memory is that corporate emotional memory refers to the storage of past emotional experiences and events within organizations (Sanchez-Burks et al., 2016). Therefore, it is necessary to understand the concept of institutionalism. Institutionalism is the ability of a corporate to

be managed independently of individuals. In other words, the corporate should be able to be managed without being dependent on any individual or individuals. Organization is the creation of an organizational structure by individuals. For this reason, corporate and organizational emotional memory are separated from each other. Corporate emotional memory is one of the popular concepts that attracts the attention of many researchers in the field of management science (Martin de Holan, 2011). In today's accumulation-based economy, knowledge has an important role in organizational activities. The creation, acquisition and effective use of knowledge is the basic principle for the success of a company. Evaluation of all the information that a company has is described as its corporate memory (Lahaie, 2005). Linde (2009) says that organizational memory contains information about procedures, routines, and processes (for example, product development capabilities, customer requests, and purchasing). Corporate memory is thought to consist of two subcomponents of declarative memory, which are directly related to facts and events, and two subcomponents of procedural memory, which are associated with routines and procedures. More specifically, declarative memory is the knowledge of what, why, and when some facts or events occurred. Procedural memory is the knowledge of these facts or events (Dosi et al., 2017). However, in addition to the cognitive system of corporate memory, Akgün et al. (2012) stated that emotional memory is shaped within the corporate memory structure. The concept of commitment also progresses when the employee, as a stakeholder of the organization, has experience about organizational goals and requirements. When evaluated in terms of the said progress, organizational commitment is the situation in which the stakeholder joins forces arising from having the same identity with the organization of which he is a member. In this context, organizational commitment is also defined as the relative strength of a stakeholder's commitment to the organization (Wang, 2012). Negative attitudes of the stakeholders towards the organization are undesirable attitudes and behaviors such as non-compliance with working hours and absenteeism, disconnection with the organization, unhappiness, disappointment, dissatisfaction, and work stress. These negative attitudes and behaviors also cause many advanced problems concerning the individual and the organization (Ashkanasy, 2014). As a result of these researches in the literature, a research model was developed and hypotheses were tested. The sample of the research consists of experts who have been working in banks with their headquarters in Istanbul for at least 10 years. Looking at the analysis results of the research, it is supported by hypotheses that task oriented leadership, organizational emotional memory and corporate emotional memory have positive effects on organizational commitment. Since the data in the research were collected from experts working in banks with their headquarters in Istanbul, it is recommended to develop new research models in order to contribute to the literature, taking into account the limited situation of similar studies that are planned to be conducted in the future.

Literature Review

Task Oriented Leadership

Task-oriented behavior places emphasis on the careful supervision of group members for the achievement of appropriate work methods and the success of the work. It focuses on activating the structure that aims to create a well-defined model of the organization, communication channels and operating methods between the leader and group members (Brown, 2003). Task behaviour, the leader's defining and organizing the roles of group members; It can be defined as an effort to find well-defined organizational models, communication channels, and ways to get the job done. Especially in corporate and organizations with large organizational structures such as banks, these features of task-oriented leadership come to the fore. Because the leader specifies which work, when and where each of the members will do and how the work will be completed, and clearly reveals what he expects from his members (Halliwell et al., 2021). If the banks do not have this understanding of discipline, the possibility of huge losses may increase. task orientation, sometimes referred to as a building mobilization or production interest; It refers to the level of leader who focuses on the task by planning the roles of himself and his employees, such as scheduling the work of subordinates and colleagues, assigning employees to their tasks, maintaining performance standards or defining specific individual tasks that will help achieve group goals (Ju et al., 2019). Activating the structure includes activities directed at defining, shaping and activating the work and goals in relation to the leader's own task or the tasks of the group. The behavior or tendency shown by a leader who gives importance to activating the structure is due to the purpose of achieving the success of the work done and is directed towards this result (Huynh

& Hua, 2020). Task-oriented leadership is preferred especially in situations where the nature of the work is uncertain, in emergency arrangements and in crisis environments. Because in the fulfillment of the tasks required for the focused purpose; There is a need for a leader who will define and program the job descriptions of the employees and supervise the performance standards. In this context, the effects of task oriented leadership on organizational emotional memory, corporate emotional memory, and organizational commitment are examined in the research.

Organizational Emotional Memory

Foroughi et al. (2020) stated that organizations show information processing characteristics and therefore have a memory, although it is not the same as human memory, and they define organizational memory as the recall of stored information about the past of the organization to affect today's decisions. Slater and Narver (1995) state that organizational memory means the collective knowledge of the organization and includes shared mental models, knowledge databases, formal processes (roles, structures, paradigms, skills and operational procedures) and routines that guide behavior. Although there is no consensus in the literature on the definition and benefits of the concept of organizational memory, Damian et al. According to (2022), documents, information stored in computers, what is in the memories of organizational members and everything that can be stored within the organization and recalled when necessary constitute organizational memory. Organizational memory provides information that reduces business costs and helps the processes of effective and efficient decision making and collaboration (Croasdell, 2001). Since it is important in terms of organizational commitment that individuals are in mutual communication and interaction with each other in banks, the effect of organizational emotional memory should be given importance. Organizational memory; It provides the coding of information with the use of convenient symbols and the storage of this encoded information in the storage units designed for the system. In this way, organizational memory reduces costs by transferring information from the past to the future (Stein & Zwass, 1995), contributes to a more effective decision-making process (Johnson & Paper, 1998), and provides an understanding of organizational life (Foroughi et al., 2020). The idea that there is a type of organizational memory in which the emotional elements predominate and that this should be examined was first put forward by James P. Walsh (1995). Organizational emotional memory, with its most general definition, is characterized as the storage of emotional experiences and events that occur unconsciously during the period. In this context, emotions acquired in the past, real or imaginary, are stored in a unique way and remembered in a similar experience (McNally, 2005). The periodic framework of organizational emotional memory is activated by the stimulation of certain individuals, certain conditions and stimuli with a certain emotional meaning. Examples of these stimuli are an environmental change, an economic crisis, a recorded meeting, the loss of a loved one (Moorman & Miner, 1998). Moorman and Miner (1998) stated that organizational emotional memory has various dimensions such as distribution and accessibility. emotional experiences of an organization in an organizational setting; indicates that there are social and other elements together with the human element (Zeynvand Lorestani & Feiz, 2017). Organizational emotional memory is related to the past and present of the current events in people's business life and is the skills and operational knowledge formed as a result of the learning experience of the organization. The said information; It consists of procedures developed to process routine purchase orders, customer needs, and customer complaints. This memory; includes information about routines, processes and skills in product development stages (Akgün et al., 2012).

H1: Task-oriented leadership positively affects organizational emotional memory in banks

H6: There is a mediation effect of organizational memory between task oriented leadership and organizational commitment in banks.

Corporate Emotional Memory

In researches in the field of organizational theory and behavioral sciences, it has been stated that emotions permeate the work environment as a part of corporate life. Also in the field of management, academics such as Fineman (1993) and Rafaeli and Worline (2001) stated that there are emotional areas in organizations and that organizations can manage and regulate employee emotions in a way that performs effectively. Since the work of Walsh and Ungson (1991), the concept of organizational

memory, organizational theory and behavior (Paoli & Prencipe, 2003), marketing (Eun Park & Bunn, 2003), information technology (Stein & Zwass, 1995), technology and Innovation management (Kyriakopoulos & Ruyter, 2004) and the work of other followers have received wide attention in the literature. Corporate emotional memory has an important role in the development of its systems and in increasing the efficiency of the company (Linde, 2009). The concept of corporate emotional memory is a crucial component in increasing the productivity of businesses. Performance (organizational) can develop at the desired level in companies where corporate emotional memory is observed (Brooking, 1998). According to Bardley (2014), corporate emotional memory is considered an important process that defines how individuals and organizations learn. This is because emotional memory emerges in specific, visible and tangible products of social systems. From this perspective, organizational culture can be considered as evidence of organizational emotional memory in human-based rituals, work environment, and other forms of cultural expression (Megill, 2005). Corporate emotional memory is information stored in the organization's culture, procedures, and information systems. For this reason, with the effect of institutionalism, corporate emotional memory is also important for banks to be managed independently of individuals. Corporate emotional memory has a significant impact on businesses that process new products and the innovation processes of organizations (Khilwani & Harding, 2016). Therefore, corporate emotional memory will also have an impact on banks' ability to innovate in line with developing technology and depositors' requests and needs. The openness to change in the organizational culture and the resulting change in corporate emotional memory allow the organization to show high efficiency in the long run and to eliminate the problems that may arise during the operation in order to produce the expected solution. In this context, the corporate emotional memory variable is examined in the research.

H3: Task-oriented leadership positively affects the corporate emotional memory in banks

H7: There is a mediation effect of the corporate emotional memory between the task oriented leadership and organizational commitment in banks.

Organizational Commitment

Among the main reasons for the interest in the concept of organizational commitment is the interest in determining the factors through which stakeholders are connected to the organization (Jehanzeb & Mohanty, 2020). Today, the level of commitment of the stakeholders of the organizations to the organization is seen as one of the most important issues in terms of the individual performance of the stakeholders. The attitudes and behaviors of the employees towards the organization have a direct relationship with the level of commitment to the organization (Utami et al., 2021). The concept of commitment is seen as one of the most basic emotional states that people need, as well as forming the basis of all social structures. In traditional social structures, the concept of commitment is understood as loyalty. Today, in social structures or organizations shaped on the basis of a traditional understanding, the commitment of stakeholders continues to be shaped through the concept of loyalty. From the point of view of modern organizations of our age, the concept of commitment is seen as the stakeholder's feeling himself/herself not only as someone who fulfills his/her duty in the organization, but also as belonging to or a part of the organization in question. This statement is especially important for bank employees who are busy with their work schedule. Because, when evaluated in terms of working hours and intensity, it is necessary to pay attention to the extent to which the commitment of the employees is affected in terms of leadership role and corporate and organization. Employees with a high level of organizational commitment are described as those who continue in the organization in difficult times as well as in successful periods, comply with working hours, use working hours for the organization, protect the values of the organization and adopt the goals of the organization as their own goal (Pratama et al., 2022). Although organizational commitment has been the subject of organizational research for a long time, there is no complete consensus on its definition. According to Jufrizen et al. (2021) defines organizational commitment as a psychological state that makes the individual feel belonging to the organization. On the other hand, Fischer and Mansell (2009) define organizational commitment as the individual's feeling compatible with the goals of the organization he is a member of and his desire to continue his existence in the organization. According to another definition, organizational commitment is the degree of the stakeholder's feeling of harmony with the organization and its goals and the desire

to maintain its existence in the organization (Lapointe & Vandenberghe, 2018). Within the scope of the research in the literature, the effects of task oriented leadership, organizational emotional memory and corporate emotional memory on organizational commitment are examined. Tested hypotheses:

H2: Organizational emotional memory positively affects organizational commitment in banks.

H4: Corporate emotional memory positively affects organizational commitment in banks.

H5: The task oriented leadership positively affects the organizational commitment in banks.

Methodology

Population and Sample

In the research, data were collected from experts who have been working in banks with their headquarters in Istanbul for at least 10 years. Questionnaires were sent to employees in different positions working in this sector via the link.

Table 1. Demographic Characteristics of Participants

Demographic Characteristics		*f*	*%*
Gender	Male	212	55
	Woman	173	45
Education	Bachelor	207	53
	Master	166	43
	Phd	12	4

Scales

For the **Task Oriented Leadership** scale, the scales specified by Yukl (2002) were used. For the **Organizational Emotional Memory** scale, the scales specified by Akgun et al. (2012) were used. Kayis (2018) research was used for the **Corporate Emotional Memory** scale. The **Organizational Commitment** scale was developed by Meyer and Allen (1984) and adapted into Turkish by Wasti (2003). The scales are given in **Appendix 1** at the end of the research as a table.

Research Model
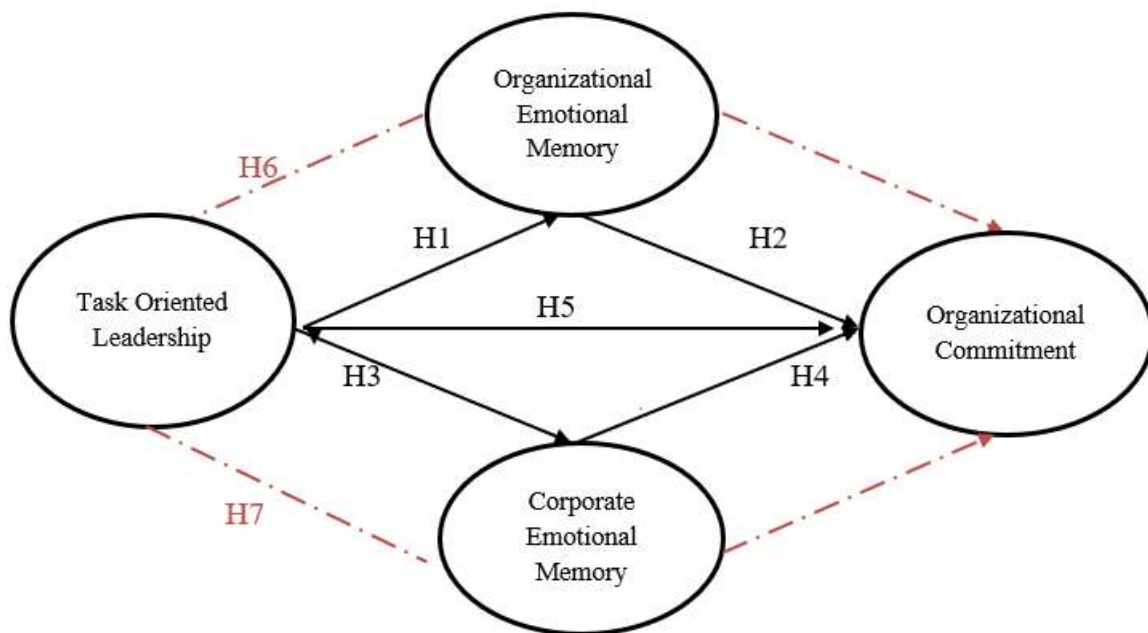
Figure 1. Conceptual Research Model

Four variables were used in the model of the research. In the established model, the hypotheses between H1-H5 were established to analyze the direct effects, H6 and H7 hypotheses were established to analyze

the mediation effect. In the research, emotional memory is handled separately as organizational and corporate. Before testing the hypotheses, factor analysis and reliability-validity results were given.

Table 2. KMO and Bartlett's Test Results

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,938
Bartlett's Test of Sphericity	Approx. Chi-Square	8810,278
	df	325
	Sig.	,000

The measurement result of the KMO of sampling adequacy is 0.938. This value indicates partial correlation for each variable. Each variable can be predicted and further analyzed. The results of Bartlett's Sphericity test were significant.

Table 3. Factor Loadings and Validity-Reliability Results

Variable	Items	Factor Loadings	Number of Items	AVE	CR	Cronbach Alpha
Organizational Commitment	OC1	,705	9	0,55	0,92	0,88
	OC2	,649				
	OC3	,720				
	OC4	,810				
	OC5	,781				
	OC6	,736				
	OC7	,720				
	OC8	,744				
	OC9	,798				
Organiz. Emotional Memory	OEM1	,834	4	0,72	0,91	0,87
	OEM2	,877				
	OEM3	,871				
	OEM4	,810				
Corporate Emotional Memory	CEM1	,741	7	0,55	0,90	0,86
	CEM2	,691				
	CEM3	,742				
	CEM4	,748				
	CEM5	,740				
	CEM6	,767				
	CEM7	,766				
Task Oriented Leadership	TOL1	,768	6	0,68	0,93	0,91
	TOL2	,865				
	TOL3	,861				
	TOL4	,851				
	TOL5	,830				
	TOL6	,781				

Convergent validity analysis was performed to ensure that the measurement model provided validity. In the analysis, it was determined that this model had AVE values between 0.55 and 0.72 for each scale. The recorded AVE value for the four scales meets the minimum value of AVE≥0.5 required to determine the validity of a measurement model as in Table 2 (Piriyakul, 2016). As part of the scale reliability analysis, the Cronbach alpha coefficient for consistent reliability and the CR (composite reliability) coefficient for composite reliability were examined. The CR for all variants is above 0.70. These findings prove that the items used in this research have a high reliability value. Therefore, the CR values

shown can prove the reliability of the item and assess internal consistency. Item factor loads were found to exceed the lower threshold with values ranging from 0.649 to the highest 0.877

Table 4. Descriptive Statistics, Correlation and Discriminant Validity

	OC	OEM	CEM	TOL	Mean	Std. Deviation	Skewness	Kurtosis
OC	**0,74**				4,36	0,51	-0,57	-0,24
OEM	0,72**	**0,85**			4,34	0,61	-0,89	0,49
CEM	0,69**	0,71**	**0,74**		4,44	0,46	-0,56	0,15
TOL	0,16**	0,16**	0,19**	**0,82**	3,98	0,87	-0,94	0,58

The discriminant validity was evaluated by comparing the square root of each AVE in the diagonal with the correlation coefficients (out of the diagonal) for each structure in the corresponding rows and columns using Fornel and Larcker (1981). The correlation values represent the variance of the endogenous variables in the structural model and these values are an indicator of the quality of the model. When the results of the research were examined, it was determined that all of the correlation values given to explain the quality of the structural model were greater than 0.02. In addition, the results obtained show that the highest kurtosis value belongs to the TOL variable with 0.58, and the lowest kurtosis value belongs to the OC variable with -0.24. Considering the skewness statistics, the highest value (-0.56) belongs to the OI variable, and the lowest -0.94 to the TOL variable. The analysis reveals that the variables are normally distributed (+2, -2) with skewness and kurtosis values between -2 and +2 (George & Mallery, 2010). In general, discriminant validity is acceptable for this measurement model and supports discriminant validity between constructs.

Based on the five hypotheses identified, tests are performed to determine whether the hypothesis can be accepted or not. Hypothesis testing was performed to determine whether the relationship between the variables was significant or not. The summary of the regression analysis is as in Table 5.

Table 5. Regression Analysis Results (H1-H5)

Hypothesis	Path	Standart β	Sig.	Adjusted R^2	F Value	Decision
H1	TOL→OEM	**0,164**	**0,000**	**0,03**	**16,670**	**Support**
H2	OEM→OC	**0,721**	**0,000**	**0,52**	**724,405**	**Support**
H3	TOL→CEM	**0,19**	**0,000**	**0,03**	**21,877**	**Support**
H4	CEM→OC	**0,69**	**0,000**	**0,48**	**561,073**	**Support**
H5	TOL→OC	**0,16**	**0,000**	**0,03**	**17,740**	**Support**

According to the analysis results; It showed a significant positive correlation between TOL and OEM variables (β = 0.164, p <0.001). OEM has a positive effect on the OC variable (β = 0.721, p <0.001). The TOL variable has a positive significant effect on the CEM variable (β = 0.19, p <0.001). The CEM variable has a positive significant effect on the OC variable (β = 0.69, p <0.001). It showed a significant positive correlation between TOL and OC variables (β = 0.16, p <0.001).

After this stage, the mediation effect was analyzed and the size of the mediation effect was tried to be clarified by using the Variance Accounted For (VAF) values. VAF values range from 0 to 1, where 0.8 to 1 means "full" mediation, 0.2 to 0.8 means "partial" mediation, and below 0.2 means "no mediation effect". Revenue (Hair et al., 2021) VAF values are determined by dividing the indirect impact by the total impact (indirect + direct).

Table 6. Mediation effect results (H6-H7)

Hypothesis	Path	Indirect Effect	Direct Effect	Total Effect	VAF	Decision
H6	TOL→OEM→OC	0,12	0,16	0,28	0,43	**Support/Partial**
H7	TOL→CEM→OC	0,13	0,16	0,29	0,45	**Support/Partial**

It was determined that TOL had a partial mediation effect in the effect between the OEM and OC variables. It is also seen that TOL has a partial mediation effect in the effect between CEM and OC variables.

Discussion and Conclusion

It seems impossible for organizations to maintain an indifferent attitude towards innovations and changes, as they are the leading elements in the current and potential struggle to survive against the harsh competitive conditions in the national and global market. Companies need corporate memory in order to maintain the continuity of all functional activities and to preserve (storage) information from past to present. Corporate memory is instrumental in protecting, needing, remembering and sharing the acquired common knowledge. In today's global market, companies are very similar to each other in terms of production tools, technological equipment, financial structures, changes and superiorities. In this case, the most important role of companies in terms of gaining competitive advantage and corporate reputation is the employees, namely "human resources". For this reason, it is very important to ensure organizational commitment in human resources and to have a minimum or even no turnover rate. Evaluating the employees as a strategically important resource, on the other hand, can only be realized by technically and emotionally equipped employees, using efficient resources for corporate success and performance. In this case, the leadership role can also be considered as an important factor. It is very important that the duties and responsibilities given to the employees in the banks are fully fulfilled. In particular, duty losses that may occur due to the failure to fulfill the assigned duties may leave banks in a difficult situation. In this context, when the effects of task oriented leadership are examined in the research, it is supported by hypotheses that it has positive effects. It has been stated that the infrastructure of the memory in companies are formed by the emotional experiences that are invisible but embedded in the company, and these are the emotional memories of the companies (Feldman & Feldman, 2006). Emotional memory plays an important role in determining institutional success and performance criteria. Corporate emotional memory is expressed as the storage of past emotional experiences or events based on imagination, which emerge as a result of unconscious behavior and events. Corporate emotional memory helps the information carried from the past to the present to be used in current processes. As a result, the input capacity of the company increases. Since customers are at the target point of the manufacturing, service and marketing sectors, employees contribute not only to their technical knowledge and skills, but also to their emotional memory. With the change experienced in organizations, the conversion, use, sharing and management of explicit and implicit knowledge gained from the internal and external environment for the benefit of the company will make an important contribution to the business processes of the employees. As a matter of fact, there is an increase in both the success of the work and the success of the companies in the companies where the information kept in the databases and procedural systems is shared. Therefore, corporate emotional memory also shows the changes in organizational culture. These changes also shed light on the future of the organization. Corporate emotional memory is what the organization has learned throughout its history as a social unit. Emotional memory is a cognitive process that provides the storage of learned information and plays an important role in determining behavioral patterns based on memories experienced in organizational culture. The organizational emotional memory that develops from previous organizational experiences prepares measures, options or behaviors for situations that may arise. On the other hand, corporate emotional memory consists of cognitive elements that individuals accumulate in the organizations they work (Huy, 1999). Corporate emotional memory is extremely effective in the permanence of organizational commitment within an organization. Organizational emotional memory, which includes work-related doubts, symbols, rituals and other elements, ensures that organizational loyalty is permanent. Antonakis et al. (2009), the corporate emotional memory level is explained as the sum of the emotional memory

accumulated on all stakeholders and non-human elements of the organization. Theoretically, the corporate emotional memory level is considered to be a combination (composite) of existing emotional memory in corporate emotional memory storage units. Considering the results of the research, the independent and mediation effects of both organizational emotional memory and corporate emotional memory are positive. It is suggested that this limited situation should be taken into account in future research, as data were collected from experts working in banks with headquarters in Istanbul.

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Apendix 1: Scales

Organizational Emotional Memory (OEM)
OEM1. Intense emotional experiences of individuals in our bank; shared with other individuals.
OEM2. In our bank, individuals can create a common language in order to share their past emotional experiences.
OEM3. In our bank, the past emotional experiences of individuals play the role of a bond that keeps them together.
OEM4. The organizational culture prevailing in our bank allows individuals to mobilize, recollect and recall their emotional experiences.
Corporate Emotional Memory (CEM)
CEM1. In our bank, the emotional experience we have gained from the past is used to solve personnel related problems.
CEM2. In our bank, the emotional experience we have gained from the past is used in order to cope with the competitors.
CEM3. In our bank, the emotional experiences we have gained from past projects are used to generate different and meaningful perspectives on new projects.
CEM4. In our bank, stories that we have gained from our emotional experience are used in order to ensure the flow of information/information among members.
CEM5. In our bank, the emotional experience we have gained from the past is used in solving service-related problems.
CEM6. In our bank, emotional experiences from the past are used in determining the strategies related to the activities we carry out.
CEM7. In our bank, the emotional experience we have gained from the past is used as a guide to support the decision-making process.
Task Oriented Leadership (TOL)
TOL1. The leader performs the distribution (sharing) of work among individuals or groups.
TOL2. The leader explains the duties of the employees and what is expected of them.
TOL3. The leader explains the rules, policies and standard operating procedures.
TOL4. The leader directs and coordinates the activities of the unit.
TOL5. The leader plans short-term activities.
TOL6. The leader organizes activities to increase efficiency.
Organizational Commitment (OC)
OC1. I would be very happy to spend the rest of my professional life in this bank.
OC2. The bank I work for has a very personal (special) meaning to me.
OC3. I really feel the bank's issues as my own.
OC4. It would be very difficult for me to leave the bank where I currently work, even if I wanted to.
OC5. Most of my life would be turned upside down if I decided that I wanted to leave the bank where I currently work.
OC6. I owe a lot to the bank where I work.
OC7. I think I have too few options to consider leaving the bank where I work.
OC8. I would feel guilty if I left the bank where I work now.
OC9. Although it is advantageous for me, I feel that it is not right to leave the bank where I work now.